FOREWORD

Dear Colleague:

What follows is the workshop report from the Senior Leader Peace, Stability and Reconstruction Operations Training Workshop. As part of the Stability Operations and Reconstruction series of the U.S. Army's Dwight D. Eisenhower National Security Series (http://www.eisenhowerseries.com/sor/index.php), the U.S. Army Peacekeeping and Stability Operations Institute hosted this workshop from 15 to 17 November 2005 at the Collins Center for Strategic Leadership, U.S. Army War College, Carlisle Barracks, Pennsylvania. The workshop provided a forum for interagency, military, allied, international organizations and non-governmental organizations to exchange the latest information on training activities and initiatives. The workshop also provided an opportunity for participants to examine processes to create synergies among current training efforts, to identify best practices and to provide recommendations to improve peace, stability and reconstruction operations training for interagency, military, allied, international organizations and non-governmental organizations.

Representatives from U.S. government agencies, including the Departments of State, Justice and Defense, combined with participants from the service staffs, the Combatant Commands, think tanks, academia, the United Nations, non-governmental organizations and private voluntary organizations to discuss training issues. The workshop participants exchanged information regarding capabilities provided by their service, agency or organization; shared lessons from Iraq and Afghanistan; and recommended changes or improvements to better address training needs. This report reflects their thoughts.

I thank each participant for their time, efforts and ideas which have made this a successful workshop. The concepts expressed in this report will greatly assist our current and future leaders as they plan and implement training programs for peace, stability and reconstruction operations.

Sincerely,

John F. Agoglia
Colonel, U.S. Army
Director, U.S. Army Peacekeeping
and Stability Operations Institute

PKSOI Senior Leader Peace, Stability and Reconstruction Operations Workshop

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EXECUTIVE SUMMARY

Background: From 15 to 17 November 2005 the United States Army Peacekeeping and Stability Operations Institute (PKSOI) hosted a Senior Leader Peace, Stability and Reconstruction Operations Training Workshop to bring together specialists from both military and civilian organizations to share training information in order to improve senior leader training in peace, stability and reconstruction operations (PS&RO). The workshop also provided participants with the opportunity to discuss training resources, initiatives, strengths and shortfalls.

Format: The workshop format used an initial set of briefings to provide a framework and context for participants to understand ongoing efforts within the PS&RO training community. Attendees were then divided into three working groups to address two specific questions: one, what best practices for complementing or integrating interagency, military, and international and non-governmental organizations (IO/NGOs) into PS&RO training programs can be identified, and two, what recommendations can be made to improve PS&RO training?

Participants: There were fifty-six workshop participants who came from a broad spectrum of organizations involved in the training, deployment and support of PS&RO. The exchange between individuals representing many diverse organizational cultures ensured a rich and lively discussion of the needs of and approached to providing individual and collective training for current and future practitioners of PS&RO.

Background Presentations: The conference began with a series of background briefings to accomplish the workshop's first objective of providing insight into the various organizational training processes, needs and resources within the interagency, military, IO and NGO communities. Briefing topics included:
- Joint Forces Command
- National Training Center
- Mercy Corps
- Marine Corps Center for Lessons Learned
- Joint Readiness Training Center
- Office of the Coordinator for Reconstruction and Stabilization
- United Nations, Chief of Training and Evaluation Services
- U.S. Institute of Peace
- Center for Civil-Military Relations
- Research Triangle Institute
- Present and Future PS&RO Training (Dinner Presentation)

Workgroup Discussions: Three heterogeneous groups looked at the questions of identifying best practices and providing recommendations to improve PS&RO training. Workshop recommendations included:

<u>Workgroup Discussions:</u> Three heterogeneous groups looked at the questions of identifying best practices and providing recommendations to improve PS&RO training. The group findings and recommendations included:

Finding One: Lack of Universal Calendar – There is no comprehensive calendar that identifies the plethora of training opportunities in the PS&RO arena.

> ***Recommendation*** – PKSOI is meeting with OASD/Networks and Information Integration, the Center for Strategic and International Studies (CSIS), and the National Defense University (NDU/ITEA) to move forward with a web hub to connect the expanding universe of PS&RO players and institutions, in near real time, that will include a PS&RO community calendar.

Finding Two: Lack of Interagency/Civilian Participation in Training Events – Most training events and exercises do not include active civilian participation, or at the very least could use more interagency participation to better train all actors for the conditions they will face on the ground.

> ***Recommendation*** – Training centers should hire non-military observer controllers from the interagency, international organization, and non-governmental organization communities to help shape the training objectives.

Finding Three: Lessons Learned Not Available to All PS&RO Practitioners – Although a plethora of lessons "learned" are being gleaned from the field, these are not being systematically gathered or made available to all PS&RO practitioners.

> ***Recommendation*** – Three areas will be explored to facilitate the collection and dissemination of lessons learned: the hub (discussed above), a PS&RO training community of practice (COP), and linking the various military lessons learned centers and academic institutions to utilize these existing databases to create case studies.

Finding Four: Senior Level Training Equals Relationship Building – At the higher levels of civilian and military leadership, the ability to develop and maintain relationships determines how successful those leaders are on the ground.

> ***Recommendation*** – More fora should be provided for the current senior leadership involved in PS&RO to meet and discuss issues.

Finding Five: No Lead Agency Identified to Facilitate Training Improvements – Without any lead agency(ies) to coordinate efforts to improve training, many proposals will fall through the cracks while others will be duplicated by multiple proponents, thereby diluting the efforts of all.

Recommendation – Leads must be identified within the community to identify and develop these training resources.

<u>Way Ahead:</u> This workshop represented the first annual workshop designed to enhance training for PS&RO practitioners. Workshop results will be briefed to the military chain-of-command up to and including the Army Staff Principals. PKSOI will take the lead as the catalyst for the establishment of a COP in the PS&RO training community that can work on moving the agenda forward. PKSOI will also collaborate with others to ascertain lead agencies to oversee various initiatives identified during the workshop. As DODD 3000.05 identifies key organizations to take the lead on PS&RO training, and provides authorities and resources to those organizations, the COP's leadership will evolve to match the Office of the Secretary of Defense's (OSD) vision. PKSOI will identify and coordinate any intermediate fora for working issues and ideas prior to the next annual workshop.

CHAPTER ONE - INTRODUCTION

Overview

From 15 to 17 November 2005, the United States Army Peacekeeping and Stability Operations Institute (PKSOI) hosted a Senior Leader Peace, Stability and Reconstruction Operations Training Workshop. The forum brought together civilian and military practitioners from a wide variety of organizations and backgrounds in the peace, stability and reconstruction operations (PS&RO) field to exchange ideas and information on training strategies and resources, as well as to explore ways to enhance and improve training within and among the PS&RO community.

Background

One enduring theme in U.S. stability operations spanning from Bosnia to Afghanistan and Iraq is the need to improve the training programs available to both civilians and military personnel. This workshop focused on enhancing training programs for deploying senior leaders and staffs (brigade level and above). Based on recent field experiences and observations, the PKSOI staff believes that the myriad of training programs available now could be dramatically improved by increasing civil-military cooperation in all aspects of stability operations, including training. The PKSOI PS&RO Training Workshop provided a forum to assess the development, relevancy and synchronization of training programs, and propose recommendations for improvement. Additionally, the workshop provided participants with ample opportunity to discuss training resources (e.g., subject matter experts, simulations, etc.), as well as a review of current training programs. The ultimate goal is to improve the training of senior leaders and staffs in PS&RO. As evidenced by the participant roster, PKSOI recognizes that this training must include interagency, international organizations and non-governmental organizations.

Workshop Objectives

The primary objective of the workshop was to bring together specialists from both military and civilian organizations to share training information in order to improve senior leader training in PS&RO. The workshop also provided participants with the opportunity to discuss training resources, training initiatives, strengths and shortfalls. The workshop was designed to answer two specific questions: one, what best practices for complementing or integrating interagency, military, international organizations (IOs) and non-governmental organizations (NGOs) into PS&RO training programs can be identified, and two, what recommendations can be made to improve PS&RO training?

Workshop Design

The workshop was designed to focus on the two key objectives identified above. The initial briefings provided a framework and context for participants to understand ongoing efforts within the PS&RO training community. Facilitators led three working groups which identified best practices for complementing or integrating interagency, military, IOs and NGOs into PS&RO training programs, and provided recommendations to improve PS&RO training. The results of the working group's deliberations were discussed in plenary session at the end of the workshop.

Background Presentations

Annex A contains the agenda that identifies the background briefings presented to the participants. These briefings served to provide participants with updates on training initiatives within the military, selected civilian governmental and non-governmental agencies, and set the context for discussions and deliberations during the breakout sessions. Chapter Two summarizes the presentations. A transcript of the presentations and associated slides can be accessed at http://www.carlisle.army.mil/usacsl/divisions/pksoi/index.aspx.

Breakout Sessions

Workshop participants were divided into three heterogeneous teams with a facilitator and rapporteur provided by PKSOI. The teams selected their own leader who would brief the team's findings to the larger group. Team composition is shown in Annex B. PKSOI Director COL John Agoglia charged the groups to think creatively and to address two specific questions identified in the "workshop objectives" section above regarding PS&RO training best practices and recommendations. A summary of the teams' presentations are contained in Chapter Three. A transcript of the workgroup presentations and associated slides can be accessed at http://www.carlisle.army.mil/usacsl/divisions/pksoi/index.aspx.

Participants

There were fifty-six workshop participants who represented a broad spectrum of organizations involved in the training, deployment and support of PS&RO. The discussions between individuals representing so many diverse organizational cultures ensured a rich and lively exchange on the needs for and approach to providing individual and collective training for current and future practitioners of PS&RO. The workshop also presented an opportunity to build relationships and deepen the understanding between and among the participants. Each left with a fuller appreciation

of the capabilities, needs and perspective of attendees from other organizations. The interpersonal relationships and contacts created at this workshop will be key in maturing the cooperation and integration of training opportunities within the PS&RO community.

Report Organization

The following chapter contains summaries of the background briefings and the keynote address. Chapter Three describes the breakout group deliberations and synopsizes their findings and recommendations. This report also includes three annexes. Annex A contains the workshop agenda. Annex B is a list of workshop participants. Annex C includes a list of resources identified during the workshop. Since this is the first annual Senior Leader Peace, Stability and Reconstruction Operations Training Workshop, PKSOI welcomes corrections or additions to this list of resources already identified. Recommendations for PS&RO training resources other than those already identified may be made by e-mailing PKSOI at: <_all_pki@carlisle.army.mil>

Chapter Two

Introductory Remarks

Major General David Huntoon, the Commandant of the U.S. Army War College, opened the conference by noting that his recent trip to Iraq reinforced the timeliness and criticality of the conference's peace, stability and reconstruction operations (PS&RO) training focus. As the conference's varied participation list reflects, PS&RO involve a wide range of actors from various "tribal cultures," said Huntoon. General Huntoon underscored that the rationale of this conference was to find the common purpose within those cultures and develop a common language to improve training efforts.

PKSOI Director John F. Agoglia stressed that unlike PKSOI's September 2005 PS&RO Education Conference, this conference focuses on training ("how to do") versus education ("how to think"). COL Agoglia reiterated the three goals of the conference:

1. Provide insight into the processes for complementing or integrating interagency, military, international and non-governmental organizations (IO/NGOs) into PS&RO training.

2. Identify best practices for complementing or integrating interagency, military and IO/NGOs into PS&RO training programs.

3. Provide recommendations to improve PS&RO training.

Four major themes came out of COL Agoglia's opening remarks. First, that the PS&RO communities should leverage technology in order to improve training capabilities. Second, COL Agoglia stressed that the PS&RO community needs to replace the personality dependent, ad hoc system for training coordination and integration with an institutionalized process. Third, training needs to be more inclusive with a better exchange of ideas on training objectives that all participants, including non-military actors, are actively involved in shaping and planning in order to ensure that their institutional training objectives are met. Lastly, PKSOI organized the training conference to provide the catalyst for creating a synergy of effort among PS&RO actors.

Background Briefings

The conference began with a series of background briefings to accomplish the workshop's first objective of providing insight into the various organizational training processes, needs and resources within the interagency, military, international organizations (IO) and non-governmental organizations (NGO) communities. The presenter's slides and a transcript of their remarks are available at: http://www.carlisle.army.mil/usacsl/divisions/pksoi/index.aspx.

Joint Forces Command (JFCOM)

Mike Findlay from the Joint Warfighting Center (JWFC) of the United States Joint Forces Command (USJFCOM) provided insight into JFCOM's processes for integrating interagency, military, IOs and NGOs into PS&RO training. JWFC provides joint training, primarily at the operational (two- and three-star) level, and a joint training environment to include interagency and multinational partners. Their current focus is on "mission rehearsals" for deploying and deployed Joint Task Force Headquarters (Iraq, Afghanistan and Africa). Findlay noted that participants were well aware that PS&RO required unity of action from across the intergovernmental and international communities. The provincial reconstruction teams (PRTs) that have proven highly successful in Afghanistan are prime examples of this approach to address these complex contingencies. There are still challenges in developing realistic training, however. These challenges are compounded by the fact that the actors represent different institutional cultural perspectives and bring their differing organization's agendas to the field. Realistic training can help identify and build bridges across these cultural gaps. Findlay stressed that the time to bridge those divides is in peacetime training — not in the field. Findlay cautioned that NGOs and private volunteer organizations (PVOs) face numerous constraints (e.g., personnel, financial resources and time) to fully participate in the plethora of training opportunities that are available. These limitations require that IOs, NGOs and PVOs identify the training opportunities that best meet their organization's training requirements. Allowing these non-military actors to help shape the training exercises thus increases the chances for participation from these actors. JFCOM's intention is to change culture through training, education and doctrine.

National Training Center (NTC)

Captain Keith W. Wilson from the operations group at the National Training Center (NTC) began his presentation by noting that the NTC continues to evolve to better reflect the environment in which U.S. soldiers current operate. In order to improve replication of conditions on the ground, the NTC has introduced many non-military considerations into its training scenarios: criminal activities, transnational actors, disparate populations, religious groups, rule of law issues and interest groups. Current scenarios provide a heavy emphasis on information operations, civil-military operations, and stability and support operations. The NTC provides a doctrinal laboratory to explore evolving doctrinal concepts like "effects based" planning and operations. By remaining in contact with units in theater or recently returned from theater, as well as conducting visits to Iraq and Afghanistan to observe unit tactics, techniques and procedures (TTPs), the NTC remains current and relevant in training units to fight and win the Global War on Terror.

In the discussion following the briefing, one workshop participant suggested that IOs and NGOs needed to be involved early (e.g., 120 days before the event for most combat training center rotations) in the scenario planning to ensure that their organizational objectives are addressed in the training design. A problem for many of the IOs and NGOs is that they have limited resources for training, yet unlimited training opportunities. Training opportunities need to be prioritized so that scarce IO/NGO resources are used to support those training events that will provide the greatest return on investment for both the military and IO/NGO actors.

Mercy Corps

Randy Martin from Mercy Corps began by noting that the IO/NGO communities are a heterogeneous group whose different mandates color their training requirements. That said, Martin identified some commonalities in the IO/NGO communities: decentralization, non-hierarchical organizations, independent and unique standard operating procedures, diverse mandates, diverse funding and the inability to sustain a standing "army" of trained humanitarians (i.e., IOs/NGOs receive funding for deployments rather than training). Martin then gave an overview of Mercy Corps' five training program components. First, personnel are given an overview of Mercy Corps. Second, the training covers the International Federation of the Red Cross (IFRC) code of conduct. In subsequent discussion, it was noted that the first article of the IFRC is the "humanitarian imperative," which requires IOs/NGOs to help all peoples in all environments. One participant reflected that the humanitarian imperative sometimes produces unintended consequences (e.g., evacuating at-risk populations from Serbian territory, thereby involuntarily aiding ethnic cleansing). Third, the training provides a familiarization of the Sphere Guidelines, which provide an orientation on such topics as food, health and shelter standards. The Sphere Guidelines, as pointed out by one participant, emerged from the Rwandan tragedy. Fourth, security consideration for aid workers is covered. Fifth, Mercy Corps' training stressed the concept of "do no harm."

Marine Corps Center for Lessons Learned (MCCLL)

Col. Dan McDade gave an overview of the Marine Corps Center for Lessons Learned (MCCLL). The MCCLL's mission is to collect, analyze, manage and disseminate knowledge gained through operational experiences, exercises and supporting activities in order to enable Marines to achieve higher levels of performance and to provide information and analysis on emerging issues and trends in support of operational commanders and Commandant of the Marine Corps' Title 10 responsibilities. Users with .gov and .mil e-mail addresses may access the MCCLL's website directly to search for vetted lessons learned on a wide variety of topics, including PS&RO. NGOs, IOs and other non-government/military personnel should contact MCCLL and request assistance (http://www.mccll.usmc.mil/). If required, Marine Corps Plans, Policies, and Operations (PP&O) can grant access to the site (daviscl@hqmc.usmc.mil). An audience member pointed out that at the website of the

Center for Army Lessons Learned (CALL), users without a .gov or .mil e-mail address, such as NGOs/IOs, can fill out a request for information. Where possible, they will either be given a direct response to their question, or provided access to necessary documents.

Office for the Coordination of Humanitarian Affairs (Geneva)

Freddy L. Polk from the Office of the Coordination of Humanitarian Affairs (OCHA) described OCHA, an organization created to strengthen the United Nation's response to both complex emergencies and natural disasters. OCHA provides courses on complex emergencies, and over the past ten years has produced over 1,000 graduates from 120 countries and most major relief organizations. Cooperation between these actors is necessary to protect and promote humanitarian principles, avoid competition, minimize inconsistency and, when appropriate, pursue common goals. Basic strategies range from coexistence to cooperation, and coordination is a shared responsibility facilitated by liaison and common training. OCHA prioritizes information sharing rather than assuming organizations will be able to formulate vast preoperational plans before having a common reference point. Information sharing, said Polk, creates a common environmental picture so that agencies can then plan. Training is important because it helps provide a common language that, in turn, can create a common environmental picture. One workshop attendee offered that lessons learned should not just be written for agency heads, but for use by the field operators so these best practices may be better implemented.

Joint Readiness Training Center (JRTC)

Major Peter Moore from the Army's Joint Readiness Training Center (JRTC) stressed that his organization aimed to "train soldiers and units, and grow leaders to provide relevant and ready land forces." Moore highlighted current operations at the JRTC and identified potential training opportunities for the interagency, NGO and IO communities. Moore also solicited support from the training workshop's participants to enhance JRTC training, as well as identifying the need for JRTC to address the non-military community's training needs for those organizations who participate in JRTC rotations. He identified the hallmarks of the JRTC experience: realistic battlefields to include over a wide array of actors (e.g., civilians, press, insurgencies, and coalition actors), a highly capable and viable threat, skilled observer/controllers and a complete infrastructure. JRTC provides an opportunity to integrate agencies with the tactical and operational commanders and their staffs preparing to deploy to Operation Enduring Freedom (OEF) and Operational Iraqi Freedom (OIF). Informal support from Department of State, United States Agency for International Development (USAID), the Central Intelligence Agency (CIA), the Federal Bureau of Investigation (FBI), former PRT commanders and others have resulted in outstanding unit training. However, this support has been based upon personal relationships and contacts versus institutionalized connections that outlast personnel changes. Formalization is critical to

a sustainable and holistic approach to national programs/missions and collective training. These collaborative training programs greatly benefit both the unit's and non-military actors' understanding of the military decision making process, roles, responsibilities and functional lines of communications.

Office of the Coordinator for Reconstruction and Stabilization (S/CRS)

LTC James Ruf from the Response Strategy and Resource Management Directorate gave a presentation on behalf of the Office of the Coordinator for Reconstruction and Stabilization (S/CRS). S/CRS is the office designated to lead, coordinate and institutionalize U.S. Government civilian capacity to prevent or prepare for post-conflict situations. S/CRS seeks to help stabilize and reconstruct societies in transition from conflict or civil strife so they can reach a sustainable path toward peace, democracy and a market economy.

S/CRS has identified their training audience as S/CRS staff (including response members of the active response corps, standby response corps and advance civilians), United States Government (USG) personnel and IOs/NGOs. S/CRS makes three training assumptions: First, the S/CRS niche is providing direction to ensure that interagency personnel working in PS&RO have core capabilities and knowledge sets. Second, parent USG agencies provide most professional development for their staffs, including technical aspects. Third, "others" provide people with sufficient technical capacities in PS&RO, although this training is not necessarily focused on operational integration. S/CRS employs two general approaches for training S/CRS and key USG partner personnel for PS&RO: first, workshops and programs and, second, exercises and roundtables. They intend to broaden their current training approach beyond a USG focus for PS&RO to expand the audience, make their workshops and programs more robust and have a lessons-learned application. S/CRS coordinates their training activities through two groups. First, the Military Activities Review (MART) receives all exercise requests, vets and makes recommendations to the Front Office as to the level of S/CRS participation. MART members include S/CRS, USAID and JFCOM. Second, the Training Advisory Committee identifies requirements and coordinates with members for training and level of support. Membership includes the National Defense University's Interagency Transformation, Education and After Action Review (NDU/ITEA), the United States Institute of Peace (USIP), the Foreign Service Institute (FSI), USAID's Office of Foreign Disaster Assistance, with other agencies coming on board in the future.

United States Agency for International Development (USAID)

Lynne Cripe from the Bureau for Democracy, Conflict and Humanitarian Assistance noted that the United States Agency for International Development (USAID) is increasingly responding to complex emergency situations and fragile states. Accordingly, USAID has created a new Foreign Service Officer backstop, or the Crisis,

Stabilization and Governance Officer (BS76), and developed a training curriculum to prepare BS76 officers for the challenges that they will face. USAID developed their training curriculum based on a few "guiding principles." First, USAID emphasized cross-cutting or non-sector specific tools, themes and new policy areas. Second, they did not want to repeat content already widely available. Third, they viewed their course as a vehicle to bring relief, transition and development practitioners together. USAID sees the idea of "integrated response" as the overarching theme bringing all of these elements together. Key components of this BS76 course included assessment tools (e.g., field-based assessment, local capacities for peace, livelihoods); cross-cutting issues (e.g., psychosocial, gender, protection for vulnerable groups, security sector, disarmament-demobilization-reintegration, monitoring and evaluation); collaboration with non-USG partners; the interagency process; civilian-military cooperation; legal and contracting issues; and professional issues such as communication as well as physical and psychological security. In response to a participant's question, Ms. Cripe said that BS76 officers do not receive specialized regional training at this time. USAID's roadmap for the future includes gauging and meeting demand for this and other critical training; developing a bureau-wide strategy for crisis and recovery training; identifying training approaches/methodologies that are more accessible and cost-effective, especially for field staff and foreign service nationals; and developing shorter course(s) for senior managers.

United Nations Department of Peacekeeping Operations (DPKO) Integrated Training Service (ITS)

Australian Navy Captain Carolyn Brand, the head of the United Nations Department of Peacekeeping Operations (DPKO) Integrated Training Service (ITS), provided an overview of the recently established ITS office. This office is designed to strengthen capacity to identify and set DPKO's training priorities in an effort towards: ensuring that requirements are appropriately addressed; promoting greater linkages between the different components, while at the same time ensuring that the specific training needs of all (civilians, military and police) are met; streamlining identification of and provision for the growing areas of cross-cutting training (e.g., leadership and management in mission environment, conduct and discipline, gender equality and HIV/AIDS); promoting security sector reform; and enhancing synergies through the sharing of resources and facilities. ITS creates multi-disciplinary teams (military, police and civilian) that are clustered by functional area, sharing resources and common strategies. ITS specifies standard courses and modules for training by member states and regional organizations, training headquarters, integrated mission training centers, mission personnel and contingents for pre-deployment to missions. ITS reaches out to emerging contributing countries and assists in gaining training recognition. ITS also fuses knowledge from member states, regional and peacekeeping training organizations and UN committees. ITS shares information and documents by providing access to databases, web sites and publications. Captain Brand said that ITS conducts training on three levels. All peacekeepers receive a generic training module that provides standardized training guidelines on UN issues. Specialists receive the second level of

training that is designed to enhance troop and police contributing countries' capabilities for participation in UN peacekeeping operations through the development and provision of standardized training materials for specific categories of personnel. The third level of training is reserved for senior mission leaders, and focuses on preparing them for the challenges of senior management in complex peace support operations.

The United States Institute of Peace (USIP)

Robert Perito delivered a presentation on the United States Institute of Peace's (USIP) initiative entitled "The Iraq Experience Project," a DVD intended to capture lessons learned by Coalition Provisional Authority (CPA) participants and to make these lessons available to those who would staff the new U.S. Embassy in Iraq and its related facilities in Baghdad. The project, which began in February 2004, conducted interviews with over 120 returning CPA personnel and a number of scholars and academics. This was woven into a "Frontline" style broadcast which USIP used to produce 5,000 DVDs for wide distribution. Perito showed excerpts from the DVD, and directed participants to USIP's website, where many over the interview may be viewed in their entirety, along with special reports from the project (see Annex C for details).

Center for Civil-Military Relations

Ron Halverson presented on behalf of the Center for Military Relations. Their Leader Development & Education for Sustained Peace (LDESP) program, in cooperation with multi-national partners, prepares deploying units to accomplish their mission by fostering understanding of U.S. objectives, local customs and language, negotiation and mediation and the wide variety of actors with whom the units will interact on the ground (including IOs, NGOs and private volunteer organizations, or PVOs). LDESP provides a frame of reference for anticipating second and third order effects of decisions and actions, with current programs focus on Iraq, Afghanistan, Kosovo and Bosnia. The program consists of three phases. First, a distance learning phase orients the staff and begins the education process. The second phase is a residence education program consisting a three- to six-day graduate level educational seminar, building the knowledge base needed to operate in a complex, ambiguous environment. The final "integration" phase provides information current to the operational theater further developing individual skill sets, enhancing staff integration and providing current situational awareness. LDESP continues the education process by sending out a biweekly news update, which Halverson stressed that anyone can access (see Annex C). The LDESP program serves as a bridge between the worlds of academia, the military, policy-making, diplomacy and other civilian and NGO organizations. LDESP, said Halverson, is part of a crucial dialogue that needs to take place between experts and professionals from various disciplines and/or agencies in order to meet the PS&RO challenges of the 21st century.

Research Triangle Institute (RTI)

Ronald W. Johnson described the Research Triangle Institute's (RTI) activities to implement local governance in post-conflict stabilization. RTI believes that to stabilize Iraq, Iraqi citizens have to see themselves as the source of legitimacy for their own government, see their government as holding the authority to address the nation's needs on behalf of the citizens and believe their government possesses the societal resources with which to govern legitimately. RTI's mission is to assist in making this happen. These efforts began under the auspices of USAID in April 2003 with the intent of enhancing local governance throughout Iraq. To assist in this effort, RTI deploys teams with four primary skills sets: public administration/political institutions, civil society organization, public works/municipal engineering and financial management. Training includes topics such as life support and security, Iraqi society and culture, the geopolitical significance of Iraq reconstruction and the importance of the mission's goals.

Keynotes Address by Richard Barton, the Center for Strategic and International Studies (CSIS)

Richard Barton from the Center for Strategic and International Studies (CSIS) provided the workshop's keynote address. Mr. Barton, a former UN Deputy High Commissioner for Refugees and the first Director of the Office of Transition Initiative at USAID, has extensive PS&RO experience that he brings to CSIS as the co-Director of the Post-Conflict Reconstruction Project. Adding urgency to his remarks, Barton stressed that Iraq was not the hardest PS&RO operation imaginable, which he characterized as a medium-sized case. Although international PS&RO capabilities have increased in the past ten years, Barton speculated that even now the largest contingency the international PS&RO community could effectively handle was an East Timor-sized operation.

Mr. Barton identified lessons learned in those places in which the international community has conducted PS&RO. First, we need to modify our expectations to manageable tasks, such as "jump starting" countries versus more grandiose objectives like nation-building. Second, these environments are intensely political places, but the actors usually conducting the PS&RO dislike politics. This has the effect that most of the actors are not performing what Mr. Barton described as their "first love." For instance, the military must conduct policing operations and diplomats must be operational in these environments. Third, complex challenges require integrated solutions that cover all pillars of PS&RO (e.g., security, governance and participation, economic and social well-being, and justice and reconciliation).

Mr. Barton then elucidated lessons the United States has learned about itself regarding these operations. First, the U.S. unity of effort is weak for PS&RO. The U.S. has not prepared even a small cadre of leaders prepared to enter and manage these complex contingencies. Even twelve leaders chosen from throughout the government

(military and civilian) to develop their PS&RO-relevant skills as well as a national network from which they can draw when these PS&RO emerge would be significant step forward. Second, the U.S. has little agility in moving its vast resources to where these funds are needed most. For example, the Department of Defense (DoD) would like to transfer funds to S/CRS, but appropriation rules have thus far hampered this type of cooperation. Finally, the U.S. still has not figured out how to make a PS&RO environment safe and secure, which a variety of CSIS reports identify as job number one in these missions.

In closing, Mr. Barton identified three chronic questions that plague the U.S. in PS&RO: First, where is the U.S. going? Second, what will the U.S. do when it arrives in theater? Finally, what are the measures of effectiveness for U.S. and coalition efforts? On the first issue of where the U.S. may be drawn into next, Mr. Barton noted that CSIS is currently working on a project entitled "Pakistan's Future and U.S. Policy Options" that should better prepare the United States for instability in that region of the world. As to what the U.S. should do on the ground, Barton highlighted CSIS's pre-Iraqi war work entitled "Wiser Peace: An Action Strategy for a Post-Conflict Iraq," which prioritized key tasks the U.S. must perform without question, including security. These key tasks need to be derived from an integrated, strategic plan—not from a patchwork of plans from various agencies that the U.S. attempts to cobble together at the last moment. In order to bring the kind of focus necessary on these issues, Barton opined that there was no reason that the President could not have a second National Security Advisor who would focus on PS&RO issues, starting with Iraq and Afghanistan. The U.S. has yet to effectively fill the security gap that inevitably emerges in these PS&RO environments, which hampers the three basic freedoms (speech, movement, assembly) that Barton noted should underpin successful missions. In order to fill this security gap, as well as perform the other prioritized tasks, a group of soldiers—not deployed for the major combat operation and who are specially trained for those tasks—should be used. The "imagination of the individual" is critical to moving mission goals forward, noted Barton. Currently in Afghanistan and Iraq, rather than engaging Afghanis' and Iraqis' imaginations, the U.S. creates large institutionalized solutions that are doomed to fail. Barton believes that if the U.S. did use macro and micro metrics for success, both of which the U.S. currently lacks, we would see that the current U.S. strategy in Afghanistan and Iraq is not working.

Three topics emerged in the question and answer period. First, two participants raised the issue of CSIS's "Beyond Goldwater Nichols," which attempts to further interagency and military cooperation and coordination. Barton again highlighted the efficacy of an additional National Security Advisor. He also addressed a participant's concern over Congressional support for such initiatives as the S/CRS Crisis Response Fund, which Congress recently cut. Although Barton did question how "$100 million could not show up" when Congress usually supported the President's requests, he also sensed that Congress picked up the State Department's lack of commitment to S/CRS (e.g., State found no money from its own budget to provide to S/CRS whereas DoD had offered resources). Second, one individual noted the difficulties, including sensitive political considerations, of forward planning PS&RO for particular countries not yet

impacted by war or crisis. Barton noted that think tanks, such as CSIS, could play a valuable role in performing this type of planning that some governmental organizations cannot perform due to these delicate political considerations. Third, a former ambassador noted that conflict vulnerability assessments done by USAID provided helpful crisis prevention information. This participant also noted that the Department of State's Bureau of Intelligence and Research often supplies useful information that leaders could use to spot potential trouble areas.

In presenting Mr. Barton with a Dwight D. Eisenhower National Security Series momentum as thanks for his remarks, PKSOI Director John F. Agoglia noted that the Senior Leader Peace, Stability and Reconstruction Operations Training Workshop was the first of several events in the Stability Operations and Reconstruction Series Dwight D. Eisenhower National Security Series.

Chapter Three

PKSOI Director Guidance to Working Groups

PKSOI Director John F. Agoglia began his guidance to the participants by recognizing that all actors could benefit from enhanced peace, stability and reconstruction operations (PS&RO) training. The purpose of the workgroups was not to further highlight training deficiencies, but rather to identify actionable recommendations to attack these shortfalls. PKSOI provided the workgroups with two specific questions to answer in their deliberations: First, what are some best practices for civilians and military actors for PS&RO training? Second, what recommendations exist for improving civilian and military PS&RO training? Proposals should consider both individual and collective training, said COL Agoglia, and identify ways to leverage technology to enhance these efforts. The participants were charged to identify imaginative approaches that PS&RO community could use to leverage the DoD's vast training opportunities and technological capabilities. In order to include more actors in training rotations, COL Agoglia stressed that working groups should design mutually beneficial solutions that incorporate and harmonize the IO, NGO and interagency training goals and requirements. These actionable recommendations will be briefed up the military chain-of-command, and PKSOI will encourage other workshop participants to brief their leadership as well.

Working Group A

Captain Keith Wilson briefed the Group A's findings. The group recognized that a wide variety of actors bring a large number of training objectives to the table, some of which may not enable "integration" due to organizational specific missions, as this diagram to the right shows. Accordingly, Group A decided that their task was to identify those tasks in the nexus of training objectives, or the area indicated by the arrow in the diagram where the different actors' tasks overlap.
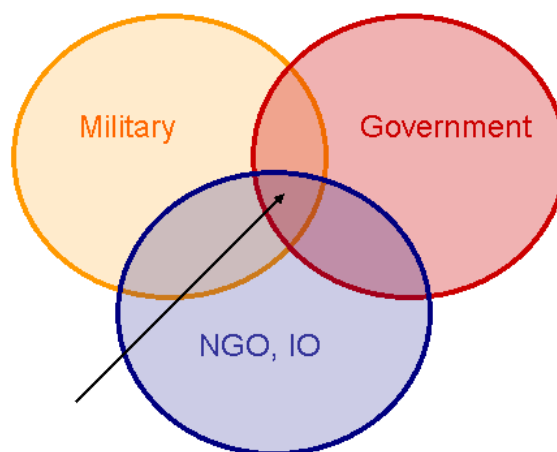
Captain Wilson then described the best practices that the group identified. First, since resources and time constrain IOs/NGOs and the interagency, incentives need to be provided to ensure these agencies' participation. For instance, training events need to include IOs/NGOs and USG agencies from the beginning of planning to ensure that all groups' training objectives are addressed. Second, Wilson

underscored the fact that education is the linchpin for effective and efficient training since it provides a common conceptual framework. Even if a common lexicon cannot be developed, education should include an appreciation for the differences in the meaning of terms that various agencies use. Third, mission success is hampered when training occurs in an ad hoc fashion in-theater, so the group suggested that training tasks need to be identified in advance of deployment to aid pre-mission training. Four, training is a continuous process that must begin with the planning and conduct of training events before deployment, in-theater training and the gleaning of lessons learned to hone the skills of subsequently deployment personnel.

Group A provided several recommendations to improve PS&RO training. First, in order for all players to identify the best training opportunities for their organizations, the group recommended that a common "map" of all PS&RO training events and training centers be created. This map would include the core objectives of the training events, which should allow organizations to determine which training events best fit their own organization's training requirements. A common map could also help the military and civilian agencies/organizations identify reciprocal training opportunities. Additionally, however, once organizations have identified training events that may suit their institution, these agencies and organizations should be incorporated in the planning for and execution of the training events—not just brought in to participate in the event itself as role players. Allowing outside agencies and organizations to help shape the training event provides more incentive for them to participate. By integrating training events, the roles and responsibilities associated with PS&RO can be identified and clarified before actors hit the ground in a real operation. Second, on the subject of lessons learned, the group suggested the development of a multi-agency forum to incorporate lessons learned and establish common objectives for training that included face-to-face working sessions among participants in PS&RO. This knowledge could be transferred among organizations through websites, train-the-trainer programs and communities of practice. Third, courses to train senior leaders from specific organizations, agencies and sectors should be developed to prepare them for future operations.

Workgroup B

Lieutenant Colonel Roger Morin from the Marine Corps Command and Staff College presented Group B's findings. Group B identified many best practices for PS&RO training. First, the group highlighted the Center for Civil-Military Relations (CCMR) methodology. The group appreciated how CCMR partners with other agencies, prioritizes outreach to the IO/NGO communities, develops agreement on training design and objectives and seeks an endstate whereby the organizations involved had a shared training experience that promoted harmonization of effort. Second, Group B advocated distance education that would be followed up with resident training. The group recommended that workshop participants examine the Humanitarian Reconstruction Stabilization Team, which included interagency planning and an operational team, and is involved in SOUTHCOM's exercises. These training exercises must involve interagency and IO/NGO players who can make decisions on

behalf of their organizations—and this decision-making ability should follow these players to the field.

Group B split their recommendations into the strategic/operational and tactical levels, as well as recommendations that touched all levels. For the strategic and operational level, the group made four recommendations. First, they stressed that technology must be leveraged to increase the amount of interaction for the various actors. For senior leaders, building relationships across agencies and actors should be the focus of their training since successful group leadership will ultimately be determined by how well a leader interacts with his or her colleagues. Second, the group suggested that the senior service colleges explore how to involve IO/NGO students into their classes since those individuals will be tomorrow's decision makers. Creating early opportunities for relationship building will increase strategic and operational success in PS&RO events down the road. Third, a list of interagency, IO and NGO "gray beards" should be developed as these retired leaders could fill in the gaps at training events when active personnel are not available. Fourth, like Group A, this group identified the importance of developing buy-in to achieve common cross-cultural training.

At the tactical level, the group made two recommendations. First, the partnership between services, regional combatant commands, the Joint Warfighting Center and USAID should be expanded to form a nexus for IO/NGO involvement. Contracting for active or retired NGO personnel who can be embedded in service maneuver training centers' staffs to train role players and participate in the exercise designs served as the group's second recommendation. The requirements for individual participation could be articulated through Interaction, a U.S.-based alliance of NGOs, and a pool of IO/NGO expertise could be created. This pool would provide a resource center that could be placed under an umbrella NGO organization.

Morin ended with recommendations that he described as "out of the box," and that touched the strategic, operational and tactical levels. First, since NGOs have limited funding, he suggested that Title 501C(3) should be changed to allow NGOs to write off training expenses with federal institutions. That way, said Morin, the training money would not count as part of the organization's overhead. The second and related point was to create a U.S. government funding line to enable IO/NGOs to train with government agencies and the military. Third, there should be a standby "contractor pool" that would replicate the skill-type found in USAID and the IO/NGO communities. Morin commented that this would be like group's gray beard example, except that it would not have to simply be at the senior level. Finally, the group recommended using DVD technology to provide ongoing PS&RO training to all involved actors.

Workgroup C

Dr. Ron Johnson from RTI presented the results of Group C's deliberations. The group identified five best practices for PS&RO training. First, the group stressed that training events should use realistic environments and participants. Using IO/NGOs solely as observers does not provide those IOs and NGOs with training as well, which should be one of the training goals. Second, training events should use the "crawl, walk, run" method by employing role reversals (where military actors play their IO/NGO counterparts, and vice versa), hands-on training and realistic feedback from all participants—not just receiving feedback from the observers. Video recording can reduce the perishability of the lessons gained from training. Training should also be focused into manageable parts, which small working groups may help achieve. Third, feedback from the operational area should be integrated in real time into the training for actors preparing to deploy. Fourth, the group highlighted a V Corp mission rehearsal exercise conducted before V Corps deployed to Iraq. For this exercise, Iraqi government officials, other agency personnel, IO and NGO personnel were brought to the V Corps' training. This approach provided the Corps with the opportunity for pre-deployment training with those actors with whom they would actually be working in Iraq. Fifth, like the other groups, Group C recognized the importance of leveraging technology for training opportunities. Pacific Command's running a virtual civil-military operations center was one example Dr. Johnson provided of leveraging technology.

Group C also made several recommendations for advancing PS&RO training, the first of which was the creation and funding of a training community of practice. Second, Dr. Johnson stressed the need for an information clearing house (like the web hub currently being explored by OASD/Networks and Information Integration and the Center for Strategic and International Studies). This hub could be used to share tactics, techniques and procedures, as well as help various actors leverage technology. Third, repeating an earlier theme of the importance of senior leader interaction, this group recommended frequent senior leader forums at the command level. Fourth, there should be continuous training of joint and combined teams so that PS&RO personnel "train like they fight." Fifth, senior military education should be supplemented before these leaders deploy. The group also noted that senior leaders should be surveyed at both mid- and post-deployment to identify what gaps existed in their training to improve future training iterations. Finally, Group C recommended that a lead agency or task force might be identified to pull together the recommendations from all working groups, and start working with all the various actors to begin the long but important process of improving PS&RO education.

Concluding Comments

PKSOI Director John F. Agoglia closed the session by noting that this workshop was an excellent forum to develop multilateral and bilateral relationships between

organizations. He encouraged everyone to continue the dialogue that had begun during the workshop. COL Agoglia noted a number of findings and recommendations that were clear from the workshops' discussions and outbriefs:

Finding One: Lack of Universal Calendar – There is no comprehensive calendar that identifies the plethora of training opportunities in the PS&RO arena.

> *Recommendation* – PKSOI is meeting with OASD/Networks and Information Integration, the Center for Strategic and International Studies (CSIS), and the National Defense University (NDU/ITEA) to move forward with a web hub to connect the expanding universe of PS&RO players and institutions, in near real time. The hub will include a PS&RO community calendar that is linked into other software that actors regularly use so that, in turn, individuals habitually use the calendar. The calendar should provide a link to a site that identifies:
> - Core training tasks which will be included in each training event
> - Training objectives
> - Training resources
> - Joint planning mechanisms

Finding Two: Lack of Interagency/Civilian Participation in Training Events – Most training events and exercises do not include active civilian participation, or at the very least could use more interagency participation to better train all actors for the conditions they will face on the ground. Two major factors inhibit civilian participation in training events: First, the relatively few personnel in civilian agencies makes it difficult for these organizations to provide individuals to these training events. Second, unless civilians are included in the training event's shaping, where training objectives are established, the civilian training goals will not be included in the event. Accordingly, civilians will have little incentive to participate in the training since their training objectives would not be met.

> - *Recommendation* – Training centers should hire non-military observer controllers from the interagency, international organization, and non-governmental organization communities to help shape the training objectives. These observer controllers will be able to reach out to key civilian leaders in their respective groups to help identify the civilians' training requirements, and then work with the training centers to incorporate those training goals. These efforts would increase the realism of the scenarios and provide greater incentives for the interagency, international organization, and non-governmental organizations communities to participate in exercises.

Finding Three: Lessons Learned Not Available to All PS&RO Practitioners – Although a plethora of lessons "learned" are being gleaned from the field, these are not being systematically gathered or made available to all PS&RO practitioners. This results in many organizations making the same mistakes that previous individuals have made in the field at great cost to the entire operation.

Recommendation – Three areas will be explored to facilitate the collection and dissemination of lessons learned. First, the hub project discussed above will be a central point where lessons learned can be collected and disseminated. Second, PKSOI is soliciting potential organizational leads to help create a PS&RO training community of practice (COP), which would include improving lessons learned implementation as one of its focuses. Third, PKSOI will explore potential linkages between the various military lessons learned centers and academic institutions to utilize these existing databases to create case studies.

Finding Four: Senior Level Training Equals Relationship Building – At the higher levels of civilian and military leadership, the ability to develop and maintain relationships determines how successful those leaders are on the ground. Since PS&RO require leaders to work with a multitude of countries, agencies, and individuals, leaders will be more successful when they already know, or are given the opportunity to meet, their peers from other organizations and countries.

Recommendation – More fora should be provided for the current senior leadership involved in PS&RO to meet and discuss issues. By way of example, PKSOI will provide this type of opportunity to senior leaders through the Eisenhower National Security Series (ENSS) Stability Operations and Reconstruction sub-series (*see* http://www.eisenhowerseries.com/sor/index.php). Additionally, future senior leaders should be identified, targeted, and invited to key events that bring together current and future civilian and military leaders from a wide variety of organizations (e.g., PKSOI's conferences on training and education, USIP events, and ITEA/NDU's interagency work).

Finding Five: No Lead Agency Identified to Facilitate Training Improvements – Many good ideas and initiatives become lost as the immediate takes precedent over the important. Without any lead agency(ies) to coordinate efforts to improve training, many proposals will fall through the cracks while others will be duplicated by multiple proponents, thereby diluting the efforts of all.

Recommendation – Leads must be identified within the community to identify and develop these training resources; the Office of the Secretary of Defense's (OSD) Training Transformation Interagency, Intergovernmental and Multinational Mission Essential Tasks (TIM2) group is one possible lead. Additionally, participants found that the Center for Military Relations' Leader Development & Education for Sustained Peace (LDESP) program seems to be a useful model for PS&RO-type training. Leading agencies will also emerge from the PKSOI PS&RO training COP.

The Way Ahead

This workshop represented the first annual workshop designed to enhance training for PS&RO practitioners. Workshop results will be briefed to the military chain-of-command up to and including the Army Staff Principals. PKSOI will take the lead as the catalyst for the establishment of a COP in the PS&RO training community that can work on moving the agenda forward. PKSOI will also collaborate with others to ascertain lead agencies to oversee various initiatives identified during the workshop. As DODD 3000.05 identifies key organizations to take the lead on PS&RO training, and provides authorities and resources to those organizations, the COP's leadership will evolve to match OSD's vision. PKSOI will identify and coordinate any intermediate fora for working issues and ideas prior to the next annual workshop.

Annex A – Agenda

U.S. Army Peacekeeping and Stability Operations Institute
Senior Leader Peace, Stability and Reconstruction Operations Training Workshop

Time	Event	Location

Tuesday, 15 November 2005

1800-2000   Icebreaker & Workshop Registration - Letort View Community Center (LVCC)

Wednesday, 16 November 2005

0730-0800   Final Registration   Collins Hall Lobby

0800-0805   Welcome by COL Donald Jackson, PKSOI   MCR

0805-0815   Opening Address by MG David H. Huntoon   MCR
             Commandant, U.S. Army War College

0815-0830   Introductions and Objectives – COL John Agoglia   MCR

Organizational Presentations

0830-0850   Joint Forces Command Brief by COL (R) Mike Findlay   MCR

0850-0910   National Training Center Brief by CPT Keith Wilson   MCR

0910-0930   Mercy Corps Presentation by Mr. Randy Martin   MCR

0930-1000   Break 2nd Floor Break Area

1000-1020   Marine Corps Brief by COL Dan McDade   MCR

1020-1040   Leavenworth, Combined Arms Center Brief   MCR
             by CPT Jamie Wallace

1040-1100   Joint Readiness Training Center Brief by MAJ Peter Moore   MCR

1100-1120   Office of the Coordinator for Reconstruction and   MCR
             Stabilization Presentation by Mr. James Ruf and Ms. Lynn Cripe

1120-1140   United Nations, Chief of Training and Evaluation Services   MCR
             Brief by Navy Captain Carolyn Brand

1140-1300   Lunch   Ardennes
Room

1300-1320   U.S. Institute of Peace Presentation by   MCR
             Mr. Robert Perito

1320-1340   Center for Civil-Military Relations Brief by   MCR

COL (Ret) Ron Halverson

| 1340-1400 | Research Triangle Institute Presentation by | MCR |
| | Mr. Ron Johnson and Mr. Aaron Williams | |

Working Group Breakout Session

| 1430-1700 | Workgroup | 2nd Floor 22nd Infantry Side |

| 1700-1800 | Open | |

| 1800-1830 | Social | LVCC |

1830-2030	Dinner with Guest Speaker, Mr. Rick Barton,	MCR
	Center for Strategic and International Studies	
	"*Present and Future Post Conflict Training"*	

Thursday, 17 November 2005

| 0730-0745 | Assemble & Administrative Remarks | MCR |

| 0745-1030 | Workgroup Breakout Sessions continue | 2nd Floor 22nd Infantry Side |

| Begins 0930 | Break (time at group Leader's discretion) | 2nd Floor Break Area |

Working Group Presentations

| 1030-1100 | GROUP #1 Presentation | MCR |

| 1100-1130 | GROUP #2 Presentation | |

| 1130-1200 | GROUP #3 Presentation | |

| 1200 | Closing Remarks by COL John Agoglia | MCR |

| 1200-1300 | Lunch | Ardennes Room |

Annex B – Attendees

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Annex C – Resources

Name	Description	For More Information
Battle Command Training Program (BCTP)	The Army's capstone combat training center located at Fort Leavenworth, Kansas. BCTP supports realistic, stressful training for Army service component commanders and Army forces (ASCC/ARFOR), Corps, Division and Brigade commanders. BCTP differs from the National Training Center (NTC), Joint Readiness Training Center (JRTC) and Combat Maneuver Training Center (CMTC) in that there is no tangible maneuver "box" at BCTP. Instead, all training is performed via computer simulation and centers around a notional computer-generated "box."	http://www.globalsecurity.org/military/library/report/call/call_93-4_prt5.htm General inquiries: COL Pedersen Ph: 913-231-9119 E-mail: richard.pedersen@us.army.mil Operations: BCTPG3 Ph: (913) 684-9851/9849 E-mail: BCTPG3@LEAVENWORTH.ARMY.MIL
Center for Army Lessons Learned (CALL)	CALL collects and analyzes data from a variety of sources, including Army operations and training events and produces lessons for military commanders, staff and students. Non-.mil or .gov users may submit a request for information (RFI) that CALL will answer (http://call-rfi.leavenworth.army.mil/rfisystem/).	http://call.army.mil/
Center for Civil-Military Relations (CCMR)	The CCMR is dedicated to strengthening democratic civil-military relationships and assisting other nations make integrated defense decisions. CCMR runs a Leader Development & Education for Sustained Peace Program (LDESP) that prepares reserve and active units deploying to Stability and Reconstruction Operations to accomplish their mission in cooperation with multi-national partners, other U.S. agencies and civil authorities and is located at the located at the Naval Postgraduate School in Monterey, CA (http://www.ldesp.org/public/home.cfm).	For CCMR: http://www.ccmr.org/public/home.cfm CCMR Main Office 1411 Cunningham Road Naval Postgraduate School Monterey, CA 93943 USA Ph: (831) 656-3171 E-mail: staff@ccmr.org For LDESP: Ph: 831.656.7678/DSN 756-7678 E-mail: staff@ldesp.org LDESP Program The Center for Civil Military Relations Naval PostGraduate School 1411 Cunningham Road Monterey, CA 93940 Program Manager, COL (R) Bob Tomasovic E-mail: pm@ldesp.org Operations Officer, COL Ben Hussey E-mail: ops@ldesp.org

Name	Description	For More Information
Crisis and Recovery Course by the United States Agency, U.S. Agency for International Development (USAID)	A two-week course created for the new Foreign Service Officer backstop: the Crisis, Stabilization and Governance Officer (BS76), focusing on developing crisis and response skills.	Lynne Cripe Ph: 202-712-1113 E-mail: lcripe@usaid.gov
Humanitarian Information Unit (HIU)	HIU serves as a United States government (USG) interagency center to identify, collect, analyze and disseminate unclassified information critical to USG decision makers and partners in preparation for and response to humanitarian emergencies worldwide, and to promote best practices for humanitarian information management.	http://hiu.state.gov E-mail: hiu_info@state.gov
Joint Assessment and Enabling Capability (JAEC)	One of three parts of Training Transformation (T2). Led by the Office of the Secretary of Defense (OSD) Personnel and Readiness Office, the JAEC will ensure systematic assessment of Training Transformation plans, programs and investments throughout the Department; and continuous improvement of joint force readiness. It will also provide essential enabling tools and processes to support and guide the rapid spiral development of the Joint Knowledge Development and Distribution Capability and the Joint National Training Capability.	http://www.t2net.org/jaec.htm
Joint Knowledge Development and Distribution Capability (JKDDC)	One of three parts of Training Transformation (T2). Led by the Joint Staff training office, as a capability the JKDDC is managed through the JKDDC Joint Management Office (JMO) in Alexandria, Virginia. The JMO facilitates the rapid, spiral development of joint individual education and training. Co-location with the National Guard Bureau's Distributive Training Technology Project (DTTP) learning facility and the Advanced Distributed Learning (ADL) Co-Laboratory provides the JMO with ready resources and opportunities for collaboration.	http://www.jkddcjmo.org/ Ph: 703-575-2008 Fax: 703-575-3715 E-mail: webadmin@jkddcjmo.org
Joint National Training	One of three parts of Training	http://www.jfcom.mil/about/fact_jntc.htm

Name	Description	For More Information
Capability (JNTC)	Transformation (T2). Led by USJFCOM's Joint Warfighting Center, the JNTC is based on an integrated live, virtual, and constructive simulation environment that is available globally on a 24-hour basis and linked to real-world command and control systems. The long-term mission of this initiative is to incorporate service branches, interagency and multinational coalition partners. By 2009, the goal is to have the capability to train any audience—unified commands, services, multinational and interagency—in the full joint warfighting context.	Mike Findlay Ph: 757-203-5939 E-mail: michael.findlay@jfcom.mil
Joint Readiness Training Center (JRTC)	One of the Army's combat training centers located in Ft. Polk, LA.	http://www.jrtc-polk.army.mil/
Learning for International NGOs (LINGOs)	LINGOs promotes the sharing of learning resources, knowledge, courseware and other learning initiatives. LINGOs' activities are divided into three area of focus: developing content for training, providing services for information sharing, and developing common tools and standards (where appropriate) for NGO use.	http://lingos.org/ E-mail: pericberg@lingos.org
Marine Corps Center for Lessons Learned (MCCLL)	The MCCLL identifies emerging issues, collecting and managing the Marine Corps Lessons and TTP databases and reporting findings, trends and issues through verbal, written and electronic media. Non .mil or .gov users should contact MCCLL to ask specific questions. If required, Marine Corps Plans, Policies, and Operations (PP&O) can grant access to the site (daviscl@hqmc.usmc.mil).	http://www.mccll.usmc.mil/ E-mail: donald.hawkins@usmc.mil
National Training Center (NTC)	One of the Army's combat training centers, NTC is located at Ft. Irwin, CA.	http://www.irwin.army.mil/channels
NetHope	NetHope is a global initiative of several collaborating international non-governmental organizations to apply the power of Information and Communication Technologies to make a positive impact on educational, environmental, healthcare and relief services to	PMB 129 1111 West El Camino Real, Suite 109 Sunnyvale, California 94087 Ph: 1 408 525 2451 Fax: 1 408 867 0300 E-mail: info@nethope.org

Name	Description	For More Information
	children and their families. One of the primary activities of NetHope is facilitating collaboration among members to share best practices	
Office for the Coordination of Humanitarian Affairs (OCHA), Emergencies Services Branch	OCHA'S Emergencies Services Branch, based in Geneva, supports the Under-Secretary-General/Emergency Relief Coordinator by developing and maintaining OCHA's emergency response 'toolkit'—the expertise, systems and services that aim to improve humanitarian assistance in emergencies. The Branch is charged with developing, mobilizing and coordinating the deployment of international rapid response and management capacities, covering the entire range of disasters and emergencies.	http://ochaonline.un.org/webpage.asp?Site=relieftools
Office of the Coordinator for Reconstruction and Stabilization (S/CRS)	The Core Mission of S/CRS is to lead, coordinate and institutionalize U.S. Government civilian capacity to prevent or prepare for post-conflict situations and to help stabilize and reconstruct societies in transition from conflict or civil strife so they can reach a sustainable path toward peace, democracy and a market economy. S/CRS has developed a Post-Conflict Reconstruction Essential Tasks Matrix that trainers may find helpful (http://www.state.gov/s/crs/rls/52959.htm). The Military Activities Review Team (MART, membership includes S/CRS, U.S. AID and JFCOM) receives all exercise requests, vets and makes recommendations to the Front Office for level of S/CRS and coordination with interagency participation. The Training Advisory Committee identifies requirements and coordinates with members for training and level of support (membership includes NDU/ITEA, USIP, FSI, U.S. AID, with other members to be added).	http://www.state.gov/s/crs/ Mary Ann Zimmerman, S/CRS Professional Development Coordinator Ph: 202-663-0866 E-mail: ZimmermanMA2@state.gov
ReliefWeb	Administered by the UN Office for the Coordination of Humanitarian Affairs (OCHA), ReliefWeb is an	http://www.reliefweb.int/rw/dbc.nsf/doc100?OpenForm

Name	Description	For More Information
	on-line gateway to information (documents and maps) on humanitarian emergencies and disasters. An independent vehicle of information, designed specifically to assist the international humanitarian community in effective delivery of emergency assistance, it provides timely, reliable and relevant information as events unfold, while emphasizing the coverage of "forgotten emergencies" at the same time.	From the Americas and the Caribbean: ReliefWeb New York Office for the Coordination of Humanitarian Affairs United Nations New York, NY 10014, USA Ph: 1-212-963-1234

From Europe and Africa: ReliefWeb Geneva Office for the Coordination of Humanitarian Affairs Palais des Nations CH-1211 Geneve, Switzerland Ph: 41.22.917.1234

From Asia and the Pacific: ReliefWeb Kobe Office for the Coordination of Humanitarian Affairs Hitomiraikan 5F, 1-5-2, Wakinohama-kaigan-dori Chuo-ku, Kobe City Hyogo 651-0073, Japan Ph: 81-78-262-5555 |
| Training Transformation (T2) | The Under Secretary of Defense for Personnel and Readiness retains overall responsibility for Training Transformation, which includes three parts: Joint National Training Capability (JNTC), Joint Knowledge Development and Distribution Capability (JKDDC) and Joint Assessment and Enabling Capability (JAEC). | http://www.t2net.org/index.htm

Office of the Under Secretary of Defense for Personnel and Readiness Attn: DUSD(R)/RTPP 4000 Defense Pentagon, Room 1C757 Washington, DC 20301-4000 |
| Training Transformation Interagency, Intergovernmental and Multinational Mission Essential Tasks (TIM2) | Training Transformation is a multi-year effort. The TIM2 Task Force convened in May 2004 at the National Defense University and again in February 2005. Interagency, Intergovernmental, Multi-national, Technical and Integration Working Groups have been established. Advisory Steering Groups (GS-15/O-6 level) and Executive Steering Groups (GO/FO/SES, and equivalent level) have been formed. | http://www.t2net.org/TIM2.htm

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Mr. Richard Keller, OUSD-Policy (Support Team/ Intergovernmental), 1701 North Beauregard Street, Suite 600, Alexandria, VA 22311 |

Name	Description	For More Information
		Ph: 703-575-2885 E-mail: rkeller@allonscience.com Mr. Jack Coyne, OUSD-Policy (Support Team/Multinational), 1701 North Beauregard Street, Suite 600, Alexandria, VA 22311 Ph: 703-575-3284 E-mail: jjcoyne@allonscience.com Ms. Jane Miller Floyd, OUSD-Policy (Support Team/Interagency), National Defense University, Ft. McNair, Washington, D.C. 20319-5066 Phone: 202-685-2634; floydj@ndu.edu
Tactical Training Exercise Control Group (29 Palms, CA)	The Marine Corps' combat training center located at 29 Palms, CA supports realistic, stressful, live fire tactical training for the operating forces.	http://www.29palms.usmc.mil/ Ph: (760) 830-6287 E-mail: matthew.denney@usmc.mil
United States Institute of Peace (USIP) Online Distance Training for Postconflict Civilian Workers	Undertaken by USIP at the behest of the U.S. State Department, the Rapid Expert Assistance and Cooperation Teams (REACT) online training program helps train U.S. candidates for employment with the Organization for Security and Cooperation in Europe (OSCE). Consists of about 32 hours of instructional material for civilians available for OSCE deployment. Part of a larger series of training offerings by USIP (http://www.usip.org/training/index.html).	http://react.usip.org/ http://www.usip.org/training/online/
United States Institute of Peace (USIP) Oral Histories Project on Stability Operations	Collects, distills and disseminates lessons learned from U.S. government, military, contractor, international organization and non-governmental organization personnel for two projects: the "Iraq Experience," and the "Afghanistan Provincial Reconstruction Teams" project.	http://www.usip.org/library/oh/ Robert M. Perito Ph: (202) 429-4173 E-Mail: rperito@usip.org